



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY FIELD ARTILLERY SCHOOL
HEADQUARTERS, 428TH FIELD ARTILLERY BRIGADE
6624 NW GERONIMO ROAD
FORT SILL, OKLAHOMA 73503-9000

ATSF-B

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 428th Field Artillery Brigade Civilian Professional Development Program
Policy Letter # 13.

1. References.

- a. Memo, Policy and Procedure for FCOE Civilian Leader Development.
- b. TRADOC Policy Letter 13, CLDP
- c. Army Civilian Education System, HQ DA, Policy Nov 2006
- d. TRADOC Reg 570-4, Management of Civilian Manpower, 4 Aug 05
- e. AR 350-1, Training, Army Training and Leader Development, Section V, Civilian Training, page 65
- f. AR 690-950, Civilian Personnel Career Management, 31 Dec 02

2. I am committed to providing a civilian leader development program necessary to train and develop strong, adaptive, and innovative civilian leaders—leaders who are able to lead and manage change, think, and represent the Brigade across organizations. The 428th FA Brigade will execute this policy effective 01 October 2009.

3. Implementation of the Civilian Leader Development Program (CLDP) will ensure development of our Brigade civilian force through three parts; the Civilian Education System (CES), the Advanced Learning Training (ALT) and the Brigade Internal "Re-redding" program. To ensure compliance this program will be presented to the CG, FCOE at each SATB.

a. Civilian Education System (CES). This is the centerpiece of civilian leader development. Brigade (permanent) DA Civilians will attend the CES courses consistent with TRADOC and Army policy. CES consists of the following:

- b. Foundation Course (FC)
- c. Basic Course (BC)

ATSF-B

SUBJECT: 428th Field Artillery Brigade Civilian Education System Policy Letter #XXXX

d. Intermediate Course (IC)

e. Advanced Course (AC)

4. Self-registration process through the Civilian Human Resources Training Application System web-site: <https://www.atrrs.army.mil/channels/chrtas/default.asp>. AKO logon and password or Common Access Card (CAC) required to enroll. Employees are allowed to conduct courses during work hours, if mission allows.

5. Foundation Course (FC), Distance Learning (DL), Course number ATRRS (1-250-C59 (DL)).

a. Purpose: Provides employees with an understanding of the structure of the U.S. Army, the Army's leadership doctrine, and the personnel system of Department of Army Civilians.

b. Eligibility Requirements: FC required for all Army civilian employees, military and other DOD employees, Interns, Team Leaders, and Supervisors employed after 30 Sep 06 within 6 months.

c. Army employees employed before 30 Sep 06 are not required to take the FC and will receive credit for this course.

6. Basic Course (BC), DL and Resident , Course numbers ATRRS (1-250-60 (DL) and 1-250-C60 phase 2).

a. Purpose: Designed for civilian leaders who exercise direct leadership to effectively care for teams. Training focuses on basic education in leadership and counseling fundamentals, interpersonal skills and self-awareness.

b. Eligibility requirements:

(1) Army Civilian Employees who lead teams, or in supervisory or managerial positions.

(2) Army Civilian Program/Project Managers.

(3) Military supervisors of civilians and other DOD employees.

c. Prerequisite for resident phase, FC if required.

d. Course/Credit: LEAD, OBC/BOLC, WOAC, ANCOC or more advanced level. Substitution for 5 + years leading team of Federal civilian employees.

ATSF-B

SUBJECT: 428th Field Artillery Brigade Civilian Education System Policy Letter #XXXX

e. Must complete course within 1 year of placement.

7. Intermediate Course (IC), DL and Resident, Course number ATRRS (1-250-C-61 (DL) and 1-250-C61 phase 2).

a. Purpose: Designed for civilians in supervisory or managerial positions. This target population is by necessity more adaptive, innovative, self-aware, and prepared to effectively lead and care for personnel and manage assigned resources. Training and developmental exercises focus on planning, team building, establishing command climate, and stewardship of resources

b. Eligibility Requirements:

(1) Army Leaders in permanent appointments to supervisory or managerial positions, Army Civilians Program/Project Managers, and Military supervisors of civilians and other DOD employees.

(2) Prerequisite for resident phase, FC if required, BC or substitution.

c. Course/Credit: OLE, CCC, WOSC, FSC or more advanced level.
Substitution for 5 + years direct/indirect supervision of Federal civilian employees.

d. Must complete course within 2 years of placement.

8. Advanced Course (AC), DL and Resident, Course number ATRRS (1-250-C-62 (DL) and 1-250-C2 phase 2).

a. Purpose: Designed for civilian leaders in permanent appointment supervisor or managerial position and who are adaptive, innovative, self-aware, and capable of effectively leading a complex organization, guiding programs, and managing associated resources. The training focus is on strategic thinking and assessment, change management developing a cohesive organization, managing a diverse workplace, and management of resources.

b. Eligibility Requirements:

(1) Army Employees in permanent appointments to supervisory or managerial positions, Senior level civilians in positions of leadership of Program/Project Managers, Military supervisors of Civilians and other DOD employees. Grade eligibility GS13 – 15 or comparable NSPS Pay Band. Must complete course within 2 years of placement.

(2) Prerequisite for resident phase, FC if required, BC, IC, or substitution of each, grade of GS13 - 15 or comparable NSPS Pay Band.

ATSF-B

SUBJECT: 428th Field Artillery Brigade Civilian Education System Policy Letter #XXXX

(3) Course/Credit: AMSC/SBLM, CGSC/ILE, WOSSC, SMC or more advanced level. Substitution for 5 + years Senior level manager of Federal civilian employees.

c. Must complete course within 2 years of placement.

9. Employees who have completed Army Management College (AMSC)/Sustaining Base Leadership and Management (SBLM), Command and General Staff College (CGSC)/Intermediate Level Education (ILE), Sergeant Majors Course (SMC), Warrant Officer Senior Staff Course (WOSSC) will receive credit for attending CES. Employees who have graduated from or are currently enrolled or participating in Senior Service College (SSC), Defense Leadership and Management Program (DLAMP) or the DoD Executive Leadership Development (DELDP) are exempt from attending CES.

10. Supervisor Development Course (SDC) or Human Resources (HR) for Supervisors: SDC is provided as online instruction. HR for Supervisors is provided by local Civilian Personnel Advisory Centers (CPAC) and may substitute SDC. TRADOC supervisors must complete this mandatory training within 6 months of assignment as supervisor.

11. The second part of CLDP is the Advanced Learning Training (ALT): ALT provides continued development of senior leaders after completion of CES courses.

a. Senior Level Assignment Opportunity – To promote civilian mobility, all recruitment activity for positions at or above GS-13 level will require payment of PCS expenses.

b. Fellows Program – A five year program to attract, develop and retain experts within the Fires COE. Combining Army and local intern initiatives candidates will be recruited at the GS7 level with target grades at the GS-12 or 13 Level.

c. Greening Course – Develop and implement a course designed to orient and connect newly appointed civilians (GS-5 and above) to the Army and Fires COE.

d. Career Program (CP) Technical Training – Functionally specific training is identified within each activity career program and will be addressed as required within Individual Development Plans (IDPs).

e. Other professional development opportunities such as reading lists, (FACCC/PCC for example), are highly encouraged as well as other Professional Development sessions.

f. Exceptions and substitutions of required CLDP training will be in accordance with established policy. Approval of exception for mandatory training is delegated to

ATSF-B

SUBJECT: 428th Field Artillery Brigade Civilian Education System Policy Letter #XXXX

Bde Cdr or his deputy. This may not be further delegated. Decisions will be documented and reported at IPRs.

12. The final part of the CLDP is the Brigade internal "Re-Redding" program – The purpose of this program is to allow our current employees opportunities to get "re-familiarized" on how his/her job supports the Brigade mission. Leaders and supervisors should take every advantage of opportunities to "re-red" our current workforce. Examples of these opportunities are, but not limited too, ammo officer goes the ASP to watch an ammunition draw; academic records person attends a graduation; schedulers attend a LFX to gain insights on what is happening on the ground and more importantly see the impact if changes are made and the ripple effect that causes at the execution level; staff officers attend/audit a BOLC III/CCC class during the MDMP portion to help with their own Staff MDMP processes. These types of opportunities can apply to our new employees as well, along with "right seat rides", for example, in which new employees get an in-brief/tour from a counterpart in another organization. New employees to the Brigade should have their "redding" period scheduled with-in the first 5 days of arrival, with the execution conducted within the first 30 days of arrival. Current employees should have "re-redding" opportunities at least quarterly. Leaders and supervisors will schedule and monitor the program and will be included in the employee performance objectives as well as the leaders and supervisors performance objectives.

13. An Individual Development Plan (IDP) will be established jointly by each employee and their supervisor and approved by the rating official. IDPs will identify necessary training and projected dates for attendance/completion for that rating period. IDPs will reflect training deemed necessary for successful accomplishment of assigned duties. IDP should be part of the employee's performance objectives for their appraisal and reviewed during performance counseling.

14. A tracking sheet has been developed to aid units in tracking the CLDP and employee progress through the program (encl). The CLDP will be added to our annual OIP program, and inspected to ensure compliance.

15. POC for this policy is the Deputy Brigade Commander, Mr. Mike Dooley, 442-3995.

Encl

TRACOC Policy
Tracking document



JOHN S. FANT
COL, FA
Commanding



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
102 MCNAIR DRIVE
FORT MONROE, VIRGINIA 23651-1047

REPLY TO
ATTENTION OF

ATBO-C

02 MAR 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: TRADOC Policy Letter 12, Civilian Leader Development Program (CLDP)

1. As leaders of our great civilian workforce, we have the inherent responsibility to attract, train, educate, and develop our civilian leaders—those who are able to lead and manage change, think strategically, and represent the Army across organizations. I have seen the intellectual energy that TRADOC provides to the Army and the joint community as we seek to balance current and future requirements. That work must continue. We must take action now to ensure there are high-quality leaders at all levels.

2. The TRADOC CLDP ensures development of our civilian force through the following:

a. Civilian Education System (CES). TRADOC civilians will attend the CES courses (Foundation Course, Basic Course, Intermediate Course, Advanced Course, and Continuing Education for Senior Leaders) consistent with Army policy. All civilians, GS-05 or equivalent, will complete the CES Foundation Course within 6 months of assignment to TRADOC.

b. Supervisory Development Course (SDC). SDC is a mandatory online course for all newly appointed supervisors (military and civilian) of civilian employees. SDC includes two subcourses to complete within 6 months after appointment to supervisory positions. Supervisors may substitute the Human Resources for Supervisors Course, delivered by the Civilian Personnel Advisory Center, for the SDC online course.

c. Advanced Leadership Training (ALT). ALT provides continued leadership training in addition to CES courses (Enclosure 1).

d. TRADOC Senior Leader Development (SLD). This program prepares GS-14/15 and NSPS equivalent level employees for key leadership positions. It is centrally managed as a competitive

Encl 1

ATBO-C

SUBJECT: TRADOC Policy Letter 12, Civilian Leader Development Program (CLDP)

2-year program that targets 10 TRADOC participants per fiscal year. The SLD Program includes Advanced Leadership Training (Brookings Institute-Leadership Certificate, Office of Personnel Management Leadership Program, Senior Service College, Senior Managers Course in National Security, Department of Defense Executive Leadership Program, Harvard Senior Executive Fellows, Army Senior Fellows, and Defense Senior Leader Development Program), developmental assignments, and SES mentorship assignments. SLD centrally funds tuition, travel, and per diem.

e. Senior Level Assignment Opportunities. All GS-13 through 15 or equivalent vacancy announcements will be announced Armywide, as a minimum, and include payment of permanent change of station costs. Cost will not be centrally funded. This is an investment we must continue to make in TRADOC's future leaders.

f. Fellows Program. This is a 5-year program designed to attract, develop, and retain multi-skilled leaders for TRADOC Centers of Excellence (CoE). Entry grade is GS-07 with a target grade of NSPS YA 02 or GS equivalent. After competitive selection, participants spend their first 11 months completing a masters degree program at Texas A&M University, followed by assignment to a Fellows Program permanent duty station for continued training and rotational assignments. The Army Civilian Training Education and Development System funds the first 2 years, TRADOC funds the 3rd year, and the organization funds the last 2 years. The Fellows Program supports transformation and builds the bench with a high-quality civilian workforce.

g. Greening Course. Each TRADOC school was asked to establish a Greening Course by June 2007 to facilitate civilians' understanding of how the field Army works. Civilian greening is relevant to career progression and accretion of responsibilities over time. Greening may be multi-faceted but must include a personal experience in operational settings and field exercises. Greening courses must be provided as often as necessary to reach our target population of new civilian hires. The TRADOC Internal Review and Audit Compliance Office completed a 2008 review of Greening Course establishment and implementation; best practices are provided at Enclosure 2.

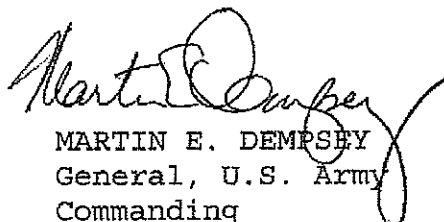
ATBO-C

SUBJECT: TRADOC Policy Letter 12, Civilian Leader Development Program (CLDP)

3. Supervisors will develop an individual development plan (IDP) for each civilian supervised. The IDP will be updated during the employee's annual performance review.

4. Leaders and employees alike must make civilian leader development a top priority. Initiate review of your eligible candidates now to plan for future nomination opportunities. Developing civilian leaders is an investment in the future. The commitment to the highest standards makes us who we are and binds us together as a force and an Army in peace and in war.

2 Encls


MARTIN E. DEMPSEY
General, U.S. Army
Commanding

DISTRIBUTION:

Commander
U.S. Army Accessions Command
U.S. Army Combined Arms Center
U.S. Army Combined Arms Support Command
U.S. Army Maneuver Support Center

Commandants, TRADOC Schools

Director
Army Capabilities Integration Center
U.S. Army TRADOC Analysis Center
U.S. Army Aeronautical Services Agency

Deputy Chiefs of General and Chiefs of Special Staff Offices,
HQ TRADOC

CF: (w/encls)
Commander, U.S. Army MEPCOM

CPACs

TRADOC CIVILIAN LEADER DEVELOPMENT PROGRAM

Advanced Leadership Training (ALT)

1. Brooking Institute—Brookings Executive Education

Certificate in Public Leadership: Participants must complete a total of 20 course days with Executive Education at Brookings (includes two mandatory foundational programs).

2. Office of Personnel Management Leadership Program

a. *Leadership Education and Development Certificate Program:* Participants must complete a total of five seminars concluding with a 3-5 page Capstone Paper.

b. *Federal Executive Institute (FEI):* FEI is a 4-week program developed for SES members and GS-15s or equivalent. FEI addresses the five Executive Core Qualifications (Leading Change, Leading People, Results Driven, Business Acumen, and Building Coalitions/Communications). Participant receives 12 graduate credit hours.

c. *Office of Personnel Management Leadership Seminars:* Seminars range from 1- 2 weeks in duration and are designed for team leaders, supervisors, and managers.

3. Defense Senior Leader Development Program (DSLDP): DSLDP is a 2-year program featuring hands-on involvement of current Defense and other public sector executives and appointees, along with noted experts from top-ranking universities and the private sector. Participants attend Professional Military Education/Senior Service College (PME/SSC) and work together and learn from each other as they tackle real-life challenges as a joint cohort. The combination of experiences will empower participants to think strategically, envision what is on the horizon, and formulate proactive, competitive solutions that produce results for DOD and the Nation. DSLDP is centrally funded by DOD.

4. Senior Service College (SSC): Army has six SSCs available for GS-14/15 (or grade equivalent) civilians (Air War College, Army War College,

Army War College Distance Education Program, Industrial College of the Armed Forces, Naval War College, and National War College). Resident programs are 10 months in duration. SSC is centrally funded by DA.

5. Senior Managers Course in National Security (SMC): SMC gives senior DOD leaders and managers an understanding of the factors and forces that shape national security strategy and policy. This 5½-week course provided at Syracuse University, Syracuse, New York, is designed for SES members and GS-15 or equivalent grade civilians.

6. Harvard University Program for Senior Executive Fellows (SEF): SEF builds executive skills in political and public management, negotiation, human resource management, policy making, organizational strategy, communication, ethics, and leadership. This 4-week program provided at John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts, is designed for SES candidates and GS-14/15 or equivalent grade civilians.

7. Department of Defense Executive Leadership Development Program (DELDP): This 10-month program is designed especially for highly motivated GS-13/14 or equivalent DOD employees who have demonstrated outstanding leadership potential. DELDP provides an extensive exposure to the roles and missions of DOD and an increased understanding and appreciation of today's warfighters.

TRADOC CIVILIAN LEADER DEVELOPMENT PROGRAM

Greening Course – Best Practices

1. **Greening Course Length:** Course length not to exceed 3 days.
2. **Greening Course Responsibility:** Schools have overall program responsibility for civilian greening courses. Schools should request quarterly updates from servicing CPACs on all TRADOC new hires. Schools with agreements in place to share program oversight with CPACs or locations where CPACs have complete program oversight are allowed to continue as long as CPACs adhere to TRADOC policy requirements related to the Civilian Greening Program. Upon course completion, submit student names to CPAC for updating training records in the Defense Civilian Personnel Data System (DCPDS).
3. **Greening Course Frequency:** Provide courses as often as necessary to reach population of new civilian hires.
4. **Greening Course Exemption:** New hires with prior Army military experience related to the employing school's mission may be exempted. Local commandants may authorize any exemptions deemed necessary.
5. **HQ TRADOC Quarterly Report:** Schools will provide a quarterly update to TRADOC, DCS G-1/4 on the number of personnel greened.
6. **Best Practice #1:** Schools will develop standard operating procedures outlining policies, procedures, and responsibilities for conducting courses for newly assigned TRADOC personnel at their respective school/activity (see sample: Fort Gordon).
7. **Best Practice #2:** Schools require "Orientation to the Army" portion of the online The Army Organization (TAO) Course (ACCP Course 131 F03, Module ST1000, Edition A, CD 115-02) accessed through the Army Training Support Center (ATSC) Web link (<http://www.atsc.army.mil>).

Individual Development Plan

Individual Development Plan

NAME:

GRADE/SERIES:

ORGANIZATION:

Civilian Education System

	<u>Date</u>	<u>Notes</u>
Foundation Course:		
Basic Course:		
Intermediate Course:		
Advanced Course:		

Advanced Leader Training

	<u>Date</u>	<u>Notes</u>
Courses:		
Professional Reading		

Redding/Re-Redding

	<u>Date</u>	<u>Notes</u>
Events:		

Other

	<u>Date</u>	<u>Notes</u>
Courses:		